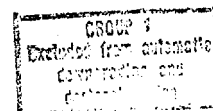


PRELIMINARY RECOMMENDATIONS OF SPECIAL  
COMMITTEE ON ORD TRAINING CRITERIA

1. Introduction. This subcommittee was appointed at the August meeting of the Career Service Panel for the purpose of preparing a set of recommendations for training criteria to be used within the Office of Research and Development. This report is submitted to the CSP for consideration, and for forwarding to the D/ORD for guidance in outlining ORD policy.
2. The recommendations prepared in this report should be submitted to Office of Personnel, DD/S&T, for review with respect to policy, and conformity with CIA and U. S. Government training regulations.
3. The committee recommends that an aggressive training program be undertaken to assure that ORD personnel keep up with progress in their technical specialties and in related technical areas. Such a program is necessary both for the maintenance of capabilities of present employees, the successful recruitment of new employees, and the career development of all ORD professional personnel.
4. Committee considerations covered the following categories of training:
  - A. EXTERNAL TRAINING, TECHNICAL.
    1. Meetings, Short Seminars and Special Courses. This category, including professional conventions, special Government or industrially supported short courses or seminars lasting up to two weeks and costing up to \$500 would be approved by the division chief based on his judgment

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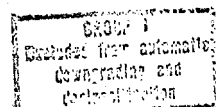
of need and appropriateness. Seminars or courses beyond these limits should be approved by the Career Service Panel.

2. Part Time, Paid. ORD personnel should be encouraged whenever possible to take part-time, advanced studies after hours. The Government should pay tuition for all job-related courses. Further, when there is evidence of university scheduling conflicts and ORD workload conflicts, the employee should be permitted to schedule one course during working hours. In exceptional cases where the division chief feels it justifiable, permission for taking two courses during working hours should be granted. In all such cases the training should be based upon its value to the Agency, the potential of the individual, past performance and evidence of career intent. Existing rules concerning career personnel approval for cost and duration of training will continue to apply. The CSP should review all training requests which will involve training during working hours.

3. Full Time, Paid. Although it is recommended that it be basic policy to hire advanced-degree employees rather than internally sponsor advanced-degree training, ORD should in exceptional cases, support such training based upon a strong recommendation by the division chief and the endorsement of the CSP. This category of training should be considered on an individual basis and should satisfy the following caveats:

- (a) Candidate has at least two full years Agency employment.

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- (b) Candidate has shown exceptional potential for growth as an Agency career employee.
- (c) There is a clearly demonstrable association between the training requested and Agency requirements.
- (d) There is positive reason to believe that the candidate will continue on a career basis and is willing to certify his intent in this respect.
- (e) Approval of this training should be given only on a one-year basis.

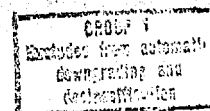
Where CIA sponsorship cannot be justified, ORD should permit the employee to take leave without pay if ORD feels it would want the employee at the end of his period of education.

4. Assignment to Laboratories. Additional advantage should be taken of such facilities as Government laboratories, i.e., National Bureau of Standards, universities, contractors, where ORD has existing relationships; this would compensate for the lack of ORD laboratory facilities and permit continued professional development by research, experimentation and training in the employee's specialized areas of competence.

B. EXTERNAL TRAINING, GENERAL.

1. Meetings, Short Seminars and Special Courses. This category should include such courses as the Federal Science Executive

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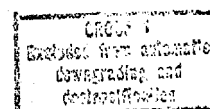
and Administration courses given by Brookings Institute, or any other less-than-30-days courses described in A-3 above. Candidates should be selected and recommended to the D/ORD by the CSP based upon the recommendations of the division chiefs.

2. Part Time, Paid. *incorrectly labeled - committee will change.* This category, including such courses as the Executive Management course at Harvard, extensive executive courses sponsored by other Government agencies, War College, etc., should apply to senior ORD officials, Grade 15 and above. The requirements for nomination and qualifications of candidates are invariably spelled out by DD/S&T, CIA or Government regulations for each individual type course. The CSP should assist the D/ORD in the selection and recommendation of candidates.

3. Full Time, Paid. This type of training should require special justification and apply to individuals with exceptional managerial talent. It would encompass advanced-degree level courses in business administration, management, law, language, etc. Justification for this level of training will usually exist at the Office level and normally involve administrative and support personnel.

In all cases, CSP recommendation and D/ORD approval would be required. Where CIA sponsorship cannot be justified, ORD should permit the employee to take leave without pay if ORD feels it would want the employee at the end of his period of education.

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C. INTERNAL CIA TRAINING.

1. Long Duration Courses. This would involve courses longer than 30 days in duration such as the DD/S&T training course, operations courses, area division familiarization courses, special language courses, etc. Nominations for these courses should satisfy the following requirements:

(a) Candidate and job assignment meet the pertinent CIA training requirements.

(b) Candidates have reasonable Agency career expectancy.

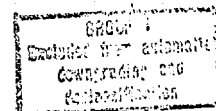
The course should increase employees' value in present assignment or be preparatory to an immediately recognizable future assignment in the Agency.

2. Rotation. ORD should keep abreast of the overall policy and practice of rotation of senior employees throughout the Agency and across Office lines within the DD/S&T. The CSP should act as D/ORD instrument in this case and make specific recommendations as appears appropriate in career development of ORD employees. Rotation within ORD should be accepted personnel practice and continuously considered for the optimum assignment or reassignment of personnel based on ORD manpower needs, personnel conflicts, etc. Each case is obviously individual in nature.

3. On-the-Job Training. ORD should give serious consideration to the training of employees newly arrived in ORD. In addition to

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the Agency orientation and communist courses, it might be reasonable to assign new employees either full or part time to work with the Budget and Finance Officer, Administrative Officer, or as assistant project officer in various divisions. The new employee should become versed in office organization, administrative procedures, contract handling, security, travel procedures, etc. Obviously, upon his assignment to a specific division, and based on his personal background and experience, he would be assigned the level of responsibility appropriate to his ability. This is a general suggestion; implementation would undoubtedly dictate full time for some part of this training and part time for others, and would involve both lectures or briefings and actual experience.

5. A program of training encompassing the categories suggested in this report would require a complement of training slots not currently available to the Office. It is recommended that five percent of total slots be requested for this purpose.

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Chairman of the Special  
Committee on ORD Training Criteria

APPROVED

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